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① MDSB-1
7/23/51

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UNITED STATES DEPARTMENT OF AGRICULTURE
Rural Electrification Administration,
MANAGEMENT DIVISION STAFF BULLETIN, NO. 1

SUBJECT: Establishment of Management Memoranda and Staff Bulletins

Effective with this bulletin, the Management Division plans to issue two types of instructions and interpretations, the first series to be known as Management Memoranda, which will be issued to borrowers and to others outside REA, as well as to the REA staff; and a second series for internal use only, known as Management Division Staff Bulletins.

The Management Memoranda, which supplant the old classification known as "Operations Memoranda", will be identified in the manner prescribed by Administrative Bulletin No. 84-R1 dated February 7, 1951.

The indexing to be established for Management Memoranda will take the following pattern. All Management Memoranda referring to the electrification program will be numbered in numerical sequence from 1 to 499, inclusive. All Memoranda pertaining to the telephone program will be numbered from 501 and up. There will be no further sub-division by subject matter. Each Management Memorandum will carry a code on the upper right-hand corner. This will consist of an abbreviation designating the Management Division MGT, preceding the serial number of the memorandum. Memoranda issued jointly with other divisions will bear the index number assigned by each division.

For electrification memoranda, the heading will be Management Memorandum and for telephone memoranda, the heading will be Telephone Management Memorandum. No supplements will be issued for either the electrification or telephone memoranda. If a memorandum requires a change or addition, it will be completely revised and reissued, using the same number. Each revised memorandum number will carry the suffix R followed by the Number 1 for the first change, 2 for the second change, and so on. When a memorandum becomes obsolete, it will be cancelled by issuing a notice to that effect. A cancelled memorandum number will not be reused unless the same such memorandum is reactivated.

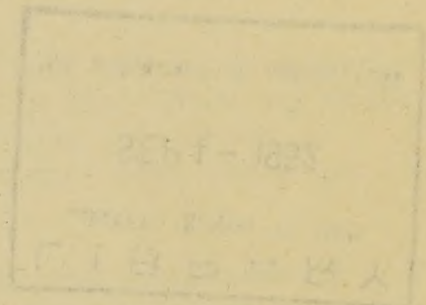
When it is determined that a telephone memorandum should be issued on a subject which has already been or should also be covered by an electrification memorandum, the division will issue a separate telephone memorandum.

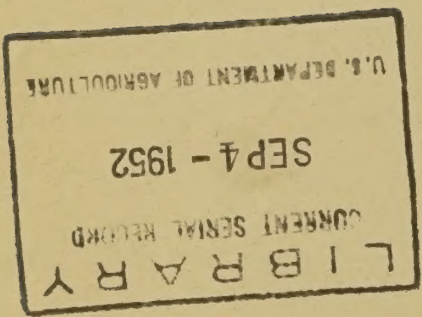
The Management Division Staff Bulletins are to be issued to Management Division personnel only. The bulletins will contain informational material, interpretations of REA policy, or statements of Divisional policy. The bulletins will be numbered consecutively, regardless of subject matter. Each bulletin will carry a code on the upper right hand corner, which will be an abbreviation of Management Division Staff Bulletins, MDSB. The abbreviation code described above will precede the serial number of the bulletin.

No supplements will be issued to the staff bulletins. If a staff bulletin requires a change or addition, it will be completely revised and reissued using the same number. Each revised staff bulletin number will carry the suffix R followed by

the Number 1 for the first change, 2 for the second change and so on. When a staff bulletin becomes obsolete, it will be cancelled by issuing a notice to that effect. A cancelled staff bulletin number will not be reused unless the same such staff bulletin is reactivated.

Indexes, both numerically and by subject matter will be made available for the Memoranda and the Staff Bulletins as soon as sufficient of each have been published to warrant such a list.





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UNITED STATES DEPARTMENT OF AGRICULTURE
✓ Rural Electrification Administration

MDSB-2
8/6/51

✓ MANAGEMENT DIVISION STAFF BULLETIN NO. 2

SUBJECT: The Road Ahead

I wish I were in a position to be able to talk to each one of you personally but I hope you appreciate the problems this would pose in light of limited staff and time. Please consider this Staff Bulletin as a personal letter to all of you in conveying my thinking as to our future course of action.

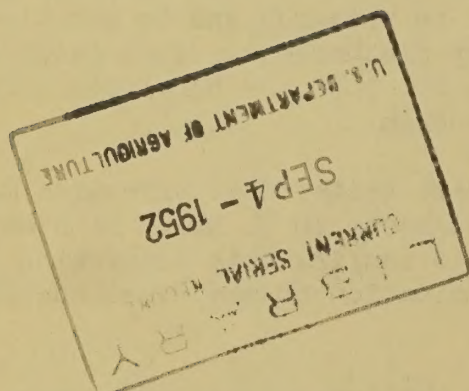
Our dear friend and late associate, I. Thomas McKillop, established high ideals and standards of performance, which we should maintain and develop. In taking up the assignment as Chief of the Division, I will, with your cooperation, endeavor to uphold these ideals and standards in further developing a progressively more effective program.

I would like to emphasize some of our more important objectives which must be kept in sight at all times. First, we must do our utmost to help develop an overall REA program; second, we must continue to strive for the highest possible morale within the Division and within REA; third, we must continue a program of self-improvement so that we may improve the quality and effectiveness of our work; fourth, we must get the programs which we have developed into wide-spread use, for time is of the essence; and, finally, we must continue to test, to research and to question our programs of work so that we may discharge our full responsibilities to the beneficiaries of the RE Act for both the Rural Electrification Program and the Rural Telephone Program.

For a long time, I have had a sincere belief that effective management service to the borrowers is the toughest job in REA. Each day while serving as Assistant Chief helped to confirm this conviction. I think our program inspires determination to meet that challenge and accomplish our objectives.

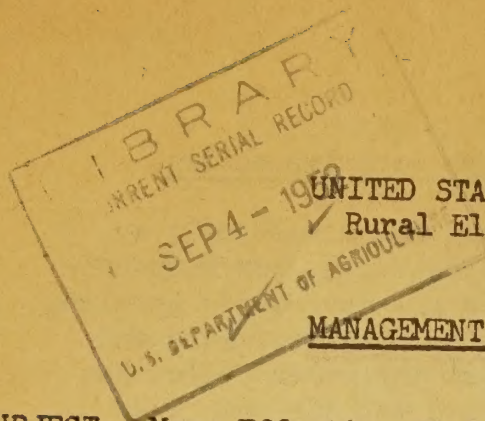
I have developed a high regard for the loyalty and competence of the personnel of our Division. It is my hope to get better acquainted with each one of you at the earliest possible time. I earnestly solicit your ideas and suggestions for any improvements that you think can be made to develop a better program for our Division and the Agency.

E. C. Harris



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MDSB-3
8/10/51



MANAGEMENT DIVISION STAFF BULLETIN NO. 3

SUBJECT: More Effective Field Visits

Evaluate the effectiveness of your field visits. Do you, as Management Consultants, see to it that the borrower gets the full benefit of our management services? The subject of making field visits more effective has been carefully studied throughout the life of REA because of its importance to the development of a sound program. The following techniques and practices, which are the result of observation, research and experience, to which you field representatives have made substantial contributions, are recommended to improve the effectiveness as well as the quality of the work of the Management Division. If you have not already done so, it is requested that you adopt and apply the suggestions and practices in your daily work.

(1) Make an advance appointment for each visit.

Wherever practicable the borrower should be given advance notice as to the date and purpose of your visit. Allow time for the borrower to suggest an alternate date if the date that you propose is not convenient. The method of notifying the borrower should be in accordance with arrangements made between the respective Field Representatives and Section Heads.

(2) Be prepared to provide assistance to meet the borrower's needs.

A careful study of the purpose of the visit should be made keeping in mind the needs and wishes of the borrower. This may necessitate a study of your records, review of Agency policy, consultation with your supervisors and representatives of other Divisions.

(3) Gain borrower's acceptance of your assistance and advice.

Your relationship is that of a management consultant visiting the executive or board of directors of an independent business. Your working relationship must be built on confidence, respect and goodwill. A show of competence and ability on your part, combined with courtesy and tact will do much to gain this objective. Know what you are talking about; positive knowledge not only gives you confidence but instills confidence in the minds of others.

(4) Furnish advice and assistance through positive action.

Effective assistance to the borrower will result only by positive action on your part consistent with your responsibilities and Agency policy. Discuss the borrower's problem, evaluate the conditions you encounter, make decisions and offer recommendations. Remember that the other fellow has good ideas, too. He may have developed methods that are equally as good or better than the ones that you would suggest. Always stimulate thinking and planning on the part of the management. As a part of planning, encourage the borrower to keep a record of matters he may wish to discuss with you on future visits. Your assistance should supplement the conscientious efforts of the borrower.

A working memorandum, wherever practical, should be prepared summarizing any analysis that may have been made, recommendations for improved practices, the important points that were mutually agreed upon and specific help needed from the Section or other Divisions. A copy of this memorandum should be handed to the management of the borrower before leaving the office.

The borrower should be encouraged to set up a management file so that the agreed upon actions and recommendations will be readily available to the management as well as to yourself or other Field Representatives on future visits.

A copy of the working memorandum should be attached to each copy of your field report and forwarded to your Section Head in the shortest possible time so that the headquarters staff of your Section can discharge its responsibilities promptly.

(5) Relationship of teamwork to effective field work.

Teamwork and cooperation are necessary among field people of all divisions in order to provide a balanced program to meet all the needs of the borrower. Be prompt to aid your fellow workers when they ask for your help and recommend their services when you think they are needed.

(6) Importance of self-improvement to effective work.

The quality of your work depends on how well you are informed on management developments generally, on specialized management techniques, on the REA program and on conditions in the area in which you serve. Only when each of you has a planned program of self-improvement will we be able to reach our goal in the management field. Keep up with new developments in your professional field.

We would appreciate receiving your comments relative to the contents of this bulletin after you have had an opportunity to evaluate the effectiveness of the application of these techniques and practices.

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UNITED STATES DEPARTMENT OF AGRICULTURE
✓ Rural Electrification Administration

MBSB-4
8/27/51

✓ MANAGEMENT DIVISION STAFF BULLETIN NO. 4

SUBJECT: Management Division's Working Collection Of Books

This Division has assembled a Working Collection Of Books which are available for use by the staff members of this Division. We have attempted to build up a collection that embodies a cross section of know-how pertinent to the REA program and particularly to the responsibilities of the Management Division.

Reading authoritative material on the subject of management is necessary to retain one's proficiency in the profession and to keep currently posted on the latest developments in the field. "Wisely chosen, properly used, like the food they are, books enrich life and enhance all the values known to life".

With this objective in mind, there is attached hereto, a catalogue of books which are available upon request. This collection will be continually expanded by the addition of selections of the outstanding literature in the field of management principles, philosophy and techniques.

The following procedure will be adhered to in requesting these books from the Management Division:

Location: The books will be located in the Assistant to Chief's office, Room No. 1231 So.

Requests by Washington Staff: Books will be drawn out by the Washington personnel for a limited period of two weeks and may be renewed upon request providing other members are not waiting for the same book. The request should be made in person to the secretary located in Room No. 1231. Please return books immediately after reading, for use by others.

Requests by Field Staff: Requests for books by the field staff should be made directly to the Section to which they are administratively assigned. That office will, in turn, follow the same procedure as stated for the Washington Staff and will be responsible for mailing the books to the field personnel. Due to the mailing time involved, books being requested by the field personnel can be drawn for a four week period and may be renewed for an additional four weeks providing there is no one else waiting for the same book. Please return books immediately after reading, for use by others.

We hope, by means of this working collection of books, to assist those who desire to broaden and improve their background of knowledge and to keep abreast of development in the management profession.

Attachment

E. C. Hame

August 21, 1951

CATALOGUE
of
MANAGEMENT DIVISION'S
WORKING COLLECTION OF BOOKS

ACCOUNTING

Accounting Systems Their Design and Installation
William Rodney Thompson

An Outline of Elementary Accounting
Royal D. M. Bauer

Case Studies in Auditing Procedure Published by American
Institute of Accountants

Contemporary Accounting
Thomas W. Leland

Cost Accountants' Handbook
Edited by Theodore Lang

Cost Accounting
John J. W. Neuner

Cost Accounting
W. B. Lawrence.

Cost Accounting Problems
John J. W. Neuner

Fundamental Accounting
George Monroe Brett

Federal Tax Accounting
J. F. Sherwood

Management Accounting
The Anglo-American Council on Productivity

ADVERTISING

Fundamentals of Advertising
Edward J. Rowse
Louis J. Fish

Manual for Fundamentals of Advertising
Edward J. Rowse
Louis J. Fish

Principles of Advertising
N. K. Nixon

Advertising Copy
George Burton Hotchkiss

ADMINISTRATION

Estate Administration and Accounting
Chester J. Dodge

How to get Things Done
David Seaburg
Alfred Uhler

BUSINESS

Business and Ideals
The Inquiry

Federal Business Enterprises

Revolving Funds and Business Enterprises of the Government
(Appendix J)
Task Force Report

Streamlining Business Procedures
Richard F. Neuschel

The Law of Business Contracts
Lewis Mayers

There's Plenty of Room at the Top
Loire Brophy

Business and Defense
Research Institute of America

COMMUNICATION

Effective Communication in Industry
Paul Pigors

CONSTRUCTION

Public Works
Task Force Report

Pole Line Construction
War Department

REA Construction Manual
Published by Westinghouse Electric Corporation

Rural Construction Manual
Line Material Company

COOPERATIVES

Manual for Cooperative Directors
V. S. Alanne

COOPERATIVES (Continued)

The Consumers Cooperative as a Distributive Agency

Orin E. Burley

Cooperatives

Israel Packel

Fundamentals of Consumer Cooperation

V. S. Alanne

DISSERTATIONS

A Manual for Writers of Dissertations

Kate L. Turabian

DOCUMENTS

1941 Supplement to the Code of Federal Regulations of the United States of America

United States Government Printing Office

ECONOMICS

An Economic History of Europe Since 1750

Witt Bowden

Michael Karpovich

Abbott Payson Usher

Basic Teachings of the Great Economists

John W. McConnell

Contemporary Economic Problems

Horace Taylor

Contemporary Economic Problems and Trends

Horace Taylor

Earning a Living

John F. Wharton

Economics

Fred Rogers Fairchild

Edgar Stevenson Furniss

Norman Sydney Buck

Federal Medical Services (Supplement to Appendix O)

Task Force Report

Introduction to Economics

Theodore Morgan

Principles of Economics

Frederic B. Garver

Alvin Harvey Hansen

ECONOMICS (Continued)

Problems of Cooperation

James Peter Warbass

The Promises Men Live By

Harry Scherman

ELECTRICITY

Electrical Transmission and Distribution Reference Book

Central Station Engineers of the Westinghouse Electric
and Manufacturing Company

The Electrical Appliance Sales Handbook

Lawrence Wray

Third Annual Report of Energy Purchased by REA Financed Systems

United States Department of Agriculture - REA

Sixth Annual Report of Energy Purchased by REA Financed Systems

United States Department of Agriculture - REA

Seventh Annual Report of Energy Purchased by REA Financed Systems

United States Department of Agriculture - REA

Eighth Annual Report of Energy Purchased by REA Borrowers

United States Department of Agriculture - REA

Ninth Annual Report of Energy Purchased by REA Borrowers

United States Department of Agriculture - REA

Eleventh Annual Report of Energy Purchased by REA Borrowers

United States Department of Agriculture - REA

Glossary of Important Power and Rate Terms Abbreviations, and Units of Measurement

United States Government Printing Office

ENGINEERING

Production Engineering

Earle Buckingham

EXECUTIVE TECHNIQUE

Reading Course in Executive Technique

Comprehensive Index

Carl Heyel

Reading Course in Executive Technique

Introduction

Modern Executive Technique

Cary Heyel

Reading Course in Executive Technique

Section I Book 1

How to Think about Management Problems

Carl Heyel

EXECUTIVE TECHNIQUE (Continued)

Reading Course in Executive Technique
Section I Book 2
Coordinating and Controlling Operations
John B. Thurston

Reading Course in Executive Technique
Section I Book 3
How to Set up Management Controls
Alex W. Rathe

Reading Course in Executive Technique
Section I Book 4
A Practical Manual of Organization
R. E. Gillmor

Reading Course in Executive Technique
Section I Book 5
A guide to the Use of Statistics
Harry M. Hutzler
James W. Knowles

Reading Course in Executive Technique
Section I Book 6
Charting the Course of Your Business
Charles F. Roos

Reading Course in Executive Technique
Section II Book 1
Job Enthusiasm and Employee Morale
James O. Rice

Reading Course in Executive Technique
Section II Book 2
Ideas from Employees
F. A. Denz

Reading Course in Executive Technique
Section II Book 3
Special Problems in the Supervision of Women
Elinore Morehouse Herrick

Reading Course in Executive Technique
Section II Book 4
Management and the Psychologist
Paul S. Achilles

Reading Course in Executive Technique
Section II Book 5
Multiple Management - A Plan for Human Relations in Industry
Charles P. McCormick

Reading Course in Executive Technique
Section III Book 1
The Scope of Modern Personnel Administration
Thomas G. Spates

EXECUTIVE TECHNIQUE (Continued)

Reading Course in Executive Technique

Section III Book 2

Job Analysis

J. K. Louden

T. G. Newton

Reading Course in Executive Technique

Section III Book 3

Employee Merit Rating

Joseph Tiffin

Reading Course in Executive Technique

Section III Book 4

John M. Roche

Reading Course in Executive Technique

Section III Book 5

Employee Insurance Plans

W. Rulon Williamson

Reading Course in Executive Technique

Section III Book 6

A Practical Guide to Collective Bargaining

Bleick von Bleicken

Reading Course in Executive Technique

Section IV Book 1

Modern Training Programs - Basic Principles

X. F. Sutton

Reading Course in Executive Technique

Section IV Book 2

On-The-Job Training

A. T. Garrett

Reading Course in Executive Technique

Section IV Book 3

Foremen - Front Line of Management

L. Clayton Hill

Reading Course in Executive Technique

Section IV Book 4

How to Organize and Run Apprentice Systems

William F. Patterson

Reading Course in Executive Technique

Section IV Book 5

A Supervisory Program for the Office

Alexis R. Wiren

Reading Course in Executive Technique

Section V Book 1

Manufacturing Control Through Standard Costs

J. C. Metsch

EXECUTIVE TECHNIQUE (Continued)

Reading Course in Executive Technique

Section V Book 2

Practical Production Planning and Control

John E. Gneib

Reading Course in Executive Technique

Section V Book 3

Inventory Control

Gilbert I. Ross

Reading Course in Executive Technique

Section V Book 4

Organizing for Quality and Waste Control

E. H. Mac Niece

Reading Course in Executive Technique

Section V Book 5

Reducing Costs Through Methods and Time Study

Harold B. Maynard

Reading Course in Executive Technique

Section V Book 6

Plant Engineering - Building Design and Basic Lay-Out

Francis Chilson

Reading Course in Executive Technique

Section V Book 7

Controls for Coordinating Factory Operations

Clem Zinck

Reading Course in Executive Technique

Section VI Book 1

Fundamentals of Distribution

Fenton B. Turck

William E. Hill

Reading Course in Executive Technique

Section VI Book 2

Development and Marketing of New Products

Percival and Matilda White

Reading Course in Executive Technique

Section VI Book 3

Getting Results from Advertising

Marion Harper, Jr.

Reading Course in Executive Technique

Section VI Book 4

Sales Training

Edward J. Hegarty

Reading Course in Executive Technique

Section VII Book 1

Analysis of Financial Statements as a Basis of Financial Policy

H. E. Kroll

EXECUTIVE TECHNIQUE (Continued)

Reading Course in Executive Technique
Section VII Book 2
A Modern Approach to Budgetary Control
E. C. Brelsford

Reading Course in Executive Technique
Section VII Book 3
Modern Office Management
George W. Oliver

Reading Course in Executive Technique
Section VII Book 4
Sound Insurance Buying
Henry Anderson

Reading Course in Executive Technique
Section VII Book 5
Modern Purchasing Practice
Stuart F. Heinritz

Reading Course in Executive Technique
Section VII Book 6
Taxation - A Management Problem
John W. Oliver

Reading Course in Executive Technique
Section VIII Book 1
Public Relations for Profit
John W. Darr

Reading Course in Executive Technique
Section VIII Book 2
Plant - Community Relations
Frederick Gould Rudge

FINANCE

American Public Finance
William J. Shultz

Financial Statement Analysis
John N. Myer

FORMS DESIGNED

The Rosebud News
REA Management Division

HISTORY

The Decline of the West
Oswald Spengler

Men and Volts at War
John Anderson Miller

HUMOR

Laughter

Theodore R. Ernest

JOB-LOAD ANALYSIS

Job-Load Analysis and Planning of Executive Work in National - Forest
Administration

E. W. Loveridge

JOURNALISM

Writer's Handbook of Basic Journalism

Michael L. Simmons

LAW

A Synopsis of the Law of Agency with Special References to the Law
of New York

Compiled by Lewis Mayers

A Synopsis of the Law of Partnership Under the Uniform Partnership Act

Compiled by Lewis Mayers

LEADERSHIP

Consumer Cooperative Leadership

Edward A. Tilene Good Will Fund, Inc.

Groups, Leadership and Men

Edited by Harold Guetzkow

Personal Leadership in Industry

David R. Craig

W. W. Charters

The Art of Leadership

Ordway Tead

The Dynamics of Group Discussion

D. M. Hall

LETTER WRITING

Smooth Sailing Letters

L. E. Frailey

MANAGEMENT

Administrative Management

United States Department of Agriculture Graduate School

Administrative Management Principles and Techniques

United States Department of Agriculture

Bottom-Up Management

William B. Given, Jr.

MANAGEMENT (Continued)

Eighth International Management Congress

(Stockholm 1947) Volume I

Papers Submitted to the Sectional Meeting

Eighth International Management Congress

(Stockholm 1947) Volume II

Papers Submitted to the Sectional Meeting

Eighth International Management Congress

(Stockholm 1947) Volume III

Papers Submitted to the Sectional Meeting

Industrial Management

Richard H. Lansburgh

William R. Spriegel

Industrial Organization and Management

Ralph Currier Davis

Management of an Enterprise

C. Canby Balderston

Victor S. Karabasz

Robert P. Brecht

Management of Manpower

Asa S. Knowles

Robert D. Thomson

Management Planning and Control

Billy E. Goetz

REA Field Manual for Representatives of the Management Division

United States Department of Agriculture - REA

Traffic Management

G. Lloyd Wilson

MARKET ANALYSIS

Market Analysis

Percival White

MATERIAL

Consumer Goods

Edward Reich

Carlton John Siegler

G. E. Apparatus for REA

United States Department of Agriculture - REA

Ingersoll - Rand (Catalogue No. 100)

Ingersoll - Rand Co.

METHODS

Guide to Methods of Improvement

Harold B. Maynard

Methods - Time Measurement

Harold B. Maynard

G. J. Stegemerten

John L. Schwab

Technique of Systems and Procedures

H. John Ross

MOTION & TIME STUDY

Motion and Time Study

Ralph M. Barnes

Motion and Time Study - Second Edition

Ralph M. Barnes

ORGANIZATION

Factory Organization and Administration

Hugo Diemer

Organization and Management in Industry and Business

William B. Cornell

United States Government Organization Manual 1950-51

PERSONNEL

Development and Guidance of Human Abilities

W. H. Winkler

Better Use of Personnel (Form 4462)

United States Civil Service Commission

Elements of Personnel Administration Principles and Techniques

United States Department of Agriculture Graduate School 1935

Productivity, Supervision and Morale in an Office Situation - Part I

Daniel Katy

Nathan Maccoby

Nancy C. Morse

PERSONNEL (Continued)

Strategy in Handling People

Erving T. Webb

John B. Morgan

PHILOSOPHY

The English Philosophers from Bacon to Mill

Edwin A. Burtt

PHYSICS

First Principles of Physics

Robert W. Fuller

Raymond B. Brownlee

D. Lee Baker

POLITICAL SCIENCE

Proceedings of the Academy of Political Science - Volume XXIII

May 1949

Number 3

Edited by John A. Krout

Political Science Quarterly - Volume LXIV

December 1949

Number 4

Political Science Quarterly - Volume LXIV

September 1949

Number 3

Political Science Quarterly - Volume LXV

March 1950

Number 1

Political Science Quarterly - Volume LXV

June 1950

Number 2

Political Science Quarterly - Volume LXV

December 1950

Number 4

PRODUCTION CONTROL

Plant Production Control

Charles A. Koepeke

Production Control

Asa S. Knowles

Robert D. Thomson

Work Routing, Scheduling and Dispatching in Production

John Younger

Joseph Geschelin

PSYCHOLOGY

An Outline of Educational Psychology

Rudolph Pintner

PSYCHOLOGY (Continued)

General Psychology

David Ballin Klein

Psychology

Robert S. Woodworth

Psychology

Bowdoin College

Psychology

S. Stansfeld Sargent

PUBLIC ADMINISTRATION

What We Learned in Public Administration During the War

Graduate School United States Department of Agriculture

READING

As I See It

Warner W. Stockberger

The Art of Rapid Reading

Walter B. Pitkin

REPORTS

A Summary of the Hoover Report

Prepared by Cresap, McCormick and Paget

Federal Medical Services

Task Force Report

Federal Power Commission Reports Volume 6

January 1947 - December 1947

(2 Copies)

Department of the Interior

A Report to Congress

Medical Activities

A Report to Congress

Overseas Administration Federal - State Relations

A Report to Congress

RESOURCE

National Resource (Appendix L)

Task Force Report

The Wealth of Nations

Adam Smith

Water Resources Projects (Appendix K)

Task Force Report

RETAIL STORES

Retail Store Operation
H. Nystrom

Retail Store Organization and Management
Norris B. Brisco
O. Preston Robinson

TIME STUDY

Production Standards from Time Study Analysis
Labor and Management

SOCIAL SECURITY

Social Security - Education Indian Affairs
A Report to Congress

SELLING

Principles of Selling
N. K. Nixon

Salesmanship for Colleges
Elizabeth Casey
Ralph Leslie Johns

Wholesaling
Theodore N. Beckman
Nathanael H. Engle

SEMANTICS

Selections from Science and Sanity
Alfred Korzybski

SPEECH

Practical English and Effective Speech
Estelle B. Hunter

Principles and Types of Speech Revised
Alan H. Monroe

Thinking on Your Feet
Louis Nizer

STATISTICS

An Outline of Statistical Methods
Herbert Arkin
Raymond R. Colton

Statistical Methods
Frederick Cecil Mills

SUPERVISION

Be a Better Boss!
Personnel Department

The Office Supervisor
Henry E. Niles
Mary Cushing Howard Niles

The Training Within Industry Report
War Manpower Commission Bureau of Training

TRAINING

Training Workers and Supervisors
Charles Reitell

UTILITIES

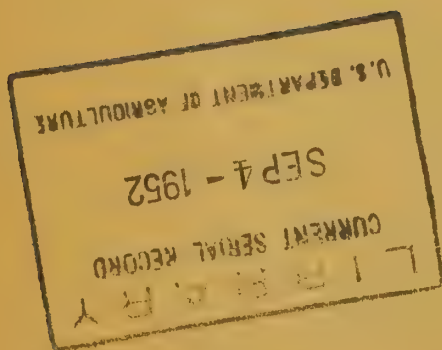
Directory of Electric and Gas Utilities in the United States
Federal Power Commission

WAGE INCENTIVES

Time and Motion Study and Formulas for Wage Incentives
Stewart M. Lowry
Harold B. Maynard
G. J. Stegemerten

WELFARE

Public Welfare (Appendix P)
Task Force Report



UNITED STATES DEPARTMENT OF AGRICULTURE
Rural Electrification AdministrationMANAGEMENT DIVISION STAFF BULLETIN NO. 5

SUBJECT: Special Field Representative

The purpose of this Bulletin is to set forth adequate guide lines relative to the assignments and administrative provisions affecting the work of the special field representative (Adm. Officer GS-12).

1. Headquarters and Work Assignments:

Each special field employee will normally be assigned to a section and be required to maintain field headquarters within that section. As stated in the job description, the special management field representative is available for special assignments outside of the section in which he maintains permanent headquarters when necessary. Work assignments will be of two classes.

- (a) Those made by the Section Head through the Assistant Head in Charge of Field Operations pursuant to special instructions from the Office of the Chief. Such assignment may be in the section in which the special field representative is officially headquartered or on a limited assignment basis in another section.
- (b) Those made by the Section Head through the Assistant Head in Charge of Field Operations, in accordance with the section's planned program.
- (c) Assignments referred to in (a) shall take precedence over assignments referred to in (b).

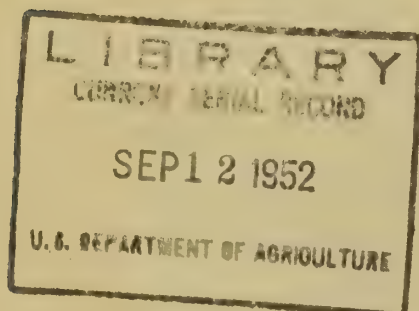
2. Responsibility of Section Head:

- (a) When the services of special field personnel are not required for special work assignments made pursuant to instruction from the Office of the Chief, it is of course the responsibility of the Section Head to see that the special field representative is given appropriate assignments. As a general practice the special field representative should be assigned to the more difficult situations which require a longer stay at the borrower's system.
- (b) When a special field representative is assigned for special work to a section other than the one in which permanent headquarters is maintained, the Section Head responsible for the management functions of that section will also be responsible for the administrative supervision and performance of the special field representative for the duration of the assignment.

- (c) When administrative reports for a given period, such as travel vouchers, cover work in more than one section, the head of the section in which the special field representative was working on the last day of the period covered, is primarily responsible.
- (d) The responsible Section Head may request approval by the heads of other sections in which the special field representative worked during the period under consideration for approval of travel vouchers and time and attendance reports.
- (e) Where there is any question as to responsibility, or mutual interest, caused by assignment of the special representative outside of his headquarters section, the heads of sections concerned should confer and assure an appropriate handling of the responsibility.
- (f) Due to the possible variation in assignments, the question of who shall make performance evaluation for the special field representative will be decided in each case when a performance evaluation is required.

3. Special Field Representative Responsibility:

- (a) The special field representative shall at all times execute his responsibility in accordance with the guide lines established in Management Staff Bulletin No. 3, "More Effective Field Visits."
- (b) Field reports (ADM 36) will be addressed to the head of the section in which the borrower is located.
- (c) When an assignment requires more than one week's time, normally the special field representative should submit a report each week. Such reports should be brief but in sufficient detail to allow for proper evaluation by the Section Head of the progress being made on the assignment.



E. E. Karns

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UNITED STATES DEPARTMENT OF AGRICULTURE
Rural Electrification Administration

MANAGEMENT DIVISION STAFF BULLETIN NO. 6

SUBJECT: Establishment of Categories of Activities For Use In
Field Representatives Monthly Time Report, Form CO-195

1. This Bulletin is initiated for the purpose of establishing a more simple and useful method for reporting the activities that are performed by field representatives of the Management Division. The revised reporting system will be used by the Division in examining the time required for existing management programs, in evaluating the effect of existing programs and the desirability of establishing new programs for improving aid to REA borrowers. The use of the revised form will also eliminate the necessity of reporting every two weeks. Form CO-195 has been designed for reporting time for a complete calendar month.
2. As borrowers grow older and gain experience, their dependence on REA for intensive guidance and assistance is expected to diminish. In keeping with this policy, the Management Division field representatives will not render guidance and assistance in the same degree to all REA borrowers. This help will be given with a plan in mind to assist the borrower in becoming more self-sufficient so that it does not require repeated assistance on similar problems. Recognition was given to this in developing the revised method of reporting.
3. It is generally known that for REA field representatives to adequately perform their duties in the field to their own satisfaction many have worked longer than the usual eight hours which constitutes the normal work day. In view of the above, the time reported in the Monthly Time Report is to reflect the actual number of hours worked.
4. Effective January 1, 1952, Form CO-147 is obsolete and Form CO-195, "Field Representatives Monthly Time Report" will take its place. There is attached a sample form of the "Monthly Time Report" which all personnel who are assigned to the field (including Assistant Section Heads) will be required to submit to their respective Section or Specialist office. One report will be submitted each month to cover the calendar month. Form CO-195 does not have to be typed. If so desired, the field staff may use this form for maintaining a daily work record of time distribution and summarize at the end of the month.

5. The Report is divided into eight main parts:

- a. Borrowers Visited - This column will be used for entering the Borrower's Code Designation, e.g., (Va. 35) (Va. 501) where the field representative is performing his duties. The three digit number starting in the five hundred series pertains to telephone borrowers. Where activities are performed for a group of borrowers, the word "Group" will be entered in the Borrowers Visited column, with an abbreviated state identification.

Where an electric borrower has a contractual agreement with a telephone borrower for operating the telephone system, the time distribution will be determined by the amount of time utilized for rendering assistance to each system. This time distribution will be tabulated by listing the System Code Designation separately for each type of system and distribution of time made accordingly.

- b. Dates Borrower Visited - This column will include the calendar days spent on the borrower's system, for one visit, in performing any assignment which pertains to an individual borrower. This column will also be used for entering the dates of time spent in other categories. It is requested that the borrowers be listed chronologically by date visited, that is, if a borrower is visited more than once during a month, the visits should be shown separately. The month designation will not be required to be shown in this column, therefore, if work was accomplished from the tenth (10) to the twenty-fourth (24) of a particular month, the entry would be (10-24).
- c. Classification Of Borrower - This category will include the classification in terms of a code which describes the financial condition of the borrower and will be as follows:

<u>Classification Code</u>	<u>Description</u>
a	Delinquent Borrower
b	Deficit Borrower
c	Adverse Trend Borrower
d	Other Than Above

- d. Annual Or Sick Leave - This column will include the time away from official duties while in a leave status. It will only be necessary to describe such leave time by indicating in the Leave Column the amount of time in hours taken for leave.
- e. Administrative Time - This category will include all time utilized in performing administrative matters such as;

conferring with Section Head or Assistant Section Head or other REA staff on matters of an administrative or general nature; time spent in Washington, D. C., working on matters of a general nature which do not pertain to any particular borrower; reviewing or preparing correspondence; and time spent in headquarters on official business which does not pertain directly to rendering advice and assistance to borrowers.

- f. Headquarter Time Spent on Borrower's Problems - This category will include all time utilized in performing work during stay at headquarters; pertaining directly to rendering advice and assistance to borrowers, such as preparing field reports, developing management programs or analysis of borrower's operations, compiling data of borrower's operations, etc.
 - g. Travel Time - This category will include all time utilized for traveling, whether by private automobile or common carrier. The hours spent in travel are to be reported opposite the Borrower for which the travel is performed. To aid in uniform reporting by the field staff, the following information is given for guidance. In general, travel time to any borrower will be charged to that borrower. Travel to the next assignment will be similarly charged even though a stop at headquarters is made while in transit. When given a special assignment while on a regular assignment, all travel involved will be charged to the special assignment if you return to your regular assignment on completion of the special assignment. Travel performed relating to administrative assignments will be shown under Travel, but not chargeable to a borrower.
 - h. Category of Activities - The list of twenty-two (22) activities as shown in Form CO-195 represent some of the major functions that the field staff is called upon to perform in advising and assisting borrowers. The time utilized in assisting borrowers is to be distributed among the various activities as established by the form. The time distribution is to be in whole hours.
6. Preparation of Time Report - An original and one copy should be prepared if the employee wishes to retain a copy for his personal files, otherwise, only the original should be prepared which is to be submitted directly to the Section office, not later than three days following the last day of the reporting period. The report should be completed in detail by the employee, including: employee's name, section, period covered, total hours, indicate that ADM 36 (field reports) have been forwarded for the period covered by the report and the signature of the field representative submitting the form.

7. Upon receipt of the executed Form CO-195 from the field, the Section Offices of the Management Division will prepare a separate summary report for electric and telephone borrowers on Form CO-195 and submit it to Mr. Vardy, Assistant Chief, Management Division. This report is to be forwarded not later than two weeks after the close of the reporting month.

E. E. Kams

